MANAGING CIVIL ORGANISATIONS: CIVIL MANAGEMENT MODEL

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Abstract: *The presence of civil organizations in modern societies has become commonplace. A well-functioning economy and society cannot be imagined without civil organizations. The role of non-governmental organisations has been appreciated over the past decades, as there are social and economic problems that neither the state nor the economic sector can do or undertake, which are taken over by the civil sphere. I examined the activities and management features of civil organizations (associations, foundations). Based on the results, it can be concluded that there exist management tasks in these types of organisations that do not appear in the activities of the managers operating in economic sector organisations. Moreover, these tasks appear to differ significantly from those of an economic organisation. These differences have been summarized in a civil management model.*

Keywords: *association; foundation; management tasks; activity; operation.*

JEL Classification: *L39.*

1. Introduction

The Civil Code, which came into force in 2011, clearly defines the scope of civil organisations operating in Hungary. The law states which organizations can be considered to be non-governmental organisations, and these are classified as either associations or foundations.

Accurate data on the number and operation of organisations is still lacking. There are several reasons for this. Official sources often provide different data. The Central Statistical Office (CSO) has been conducting various surveys since 1993, including non-profit organizations. Non-profit Organisations are a large category that includes non-profit business organizations as well as classic civil organisations. As a result, the HCSO can only provide approximate data on their number, activity, and aggregation with the non-profit sector. For this reason, it is still difficult to find statistics on civil organisations. While the publication of the civil law provided us however with an exact description of what we mean by civil organisations, statistics still do not apply them. Another source is the General Court since associations and foundations are required to register with a court of law. However, the areas of activity appearing on the court's website and the scope of activities in the CSO surveys are different, so comparability is not possible.

The CSO data for 2017 is the most recent for organizations, activities, and other statistical data. On the basis of these, it can be stated that there are still the most important NGOs (association, foundation) within the non-profit sector. Of the 61.1

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thousand organizations, nearly 54,000 belong to this category (Statisztikai Tükör, 2019).

As every organisation needs to be registered with a court of law, it would be possible to find out exactly how many organizations are currently active via the Court's website. However, because statistical reporting is optional, one cannot rely on these records. In addition, the court's search engine is far from optimal, as it does not even allow their exact number to be determined.

Research on civil organisations has expanded in recent times. While studies were primarily concerned with their activities and social impacts, more and more disciplines are focussing on the subject of civil organisations. Nevertheless, it can be said that there are still a small number of empirical studies. It would be worthwhile to deal with the topic, because organisational activity is changing and from time to time there are tasks in society that would require a higher level of insight (e.g., the subject of migration).
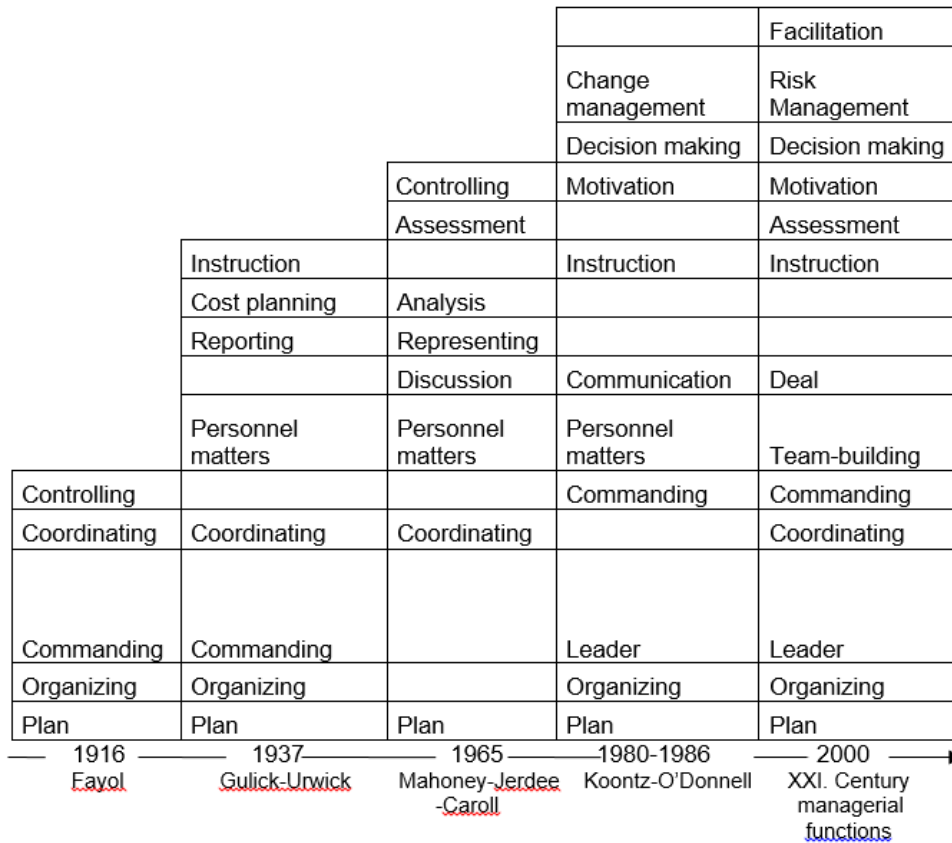
Research on the management of civil organisations is also known in small numbers. There is no real literary data that can be used to compare knowledge with other organisational types. The available literature draws parallels between the management of civil and profit-oriented organisations, which is why books and descriptions for their organisational development and management are based on what can be used in business organisations.

From 2009, I have been dealing with the management of civil society organisations. My assumptions were that the nature of these organizations was different, their operational features greatly influenced management methods and management tasks. This assumption has also been confirmed, which makes it possible to set up a model that specifically describes the management of civil organisations. The model is based on test results for management tasks.

2. Management tasks

Over the past hundred years, the responsibilities of leaders have been defined differently by various authors. Basically, the current social approach of the age was determined in the first 50 years. After that, not only the social norms but also the results of the research carried out in different types of organizations had an impact on what management tasks came to the fore. A grouping summarizes the changes in management tasks over the past 100 years (Figure1).

In addition, management tasks can be further grouped according to different approaches. On the basis of research published by Bába and Berde (2010), management tasks can be divided into two groups: process and content tasks. Process tasks include those that are primarily related to organizational processes: information acquisition, communication, planning, decision, provision, organization. Content drop-outs are those that cannot be clearly placed in the logical order of the previous group. This is because they can be linked to multiple functions at the same time. These include motivation, formation of organizational culture, change management, quality management, organizational development, human resource management. These tasks are linked to the driving process by their content.

1916 Fayol	1937 Gulick-Urwick	1965 Mahoney-Jerdee-Caroll	1980-1986 Koontz-O'Donnell	2000 XXI. Century managerial functions
				Facilitation
			Change management	Risk Management
			Decision making	Decision making
		Controlling	Motivation	Motivation
		Assessment		Assessment
Instruction			Instruction	Instruction
Cost planning	Analysis			
Reporting	Representing			
	Discussion		Communication	Deal
Personnel matters	Personnel matters		Personnel matters	Team-building
Controlling			Commanding	Commanding
Coordinating	Coordinating	Coordinating		Coordinating
Commanding	Commanding		Leader	Leader
Organizing	Organizing		Organizing	Organizing
Plan	Plan	Plan	Plan	Plan

Figure1: The change in leadership functions
Source: Own construction following Very (2009)

In 1994, the University of Debrecen, Institute of Management and Organisational Sciences, created a specific leadership task grouping based on the work of Donelly et al (1992) (Table1). Compared to its first release, its focus is now expanding, thanks to new research. Different driving task groups can be classified into four main categories.

In the original list, organizational forms and management tasks belonged to the main group of organization management: organisational development, organisational communication, information management, organisational culture, group management, change management, and organizational structure. In 2012, civil management was included. The human resources management main group includes all tasks related to HR (motivation, conflict, etc.). This group was expanded in 2007 by Equal Opportunities Human Resources Management, which deals with the management of people with disabilities from organizations and individuals themselves (Berde and Dajnoki, 2007). The 4EM area can be linked to several

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human resource management or organization management topics (Dajnoki, 2012; Dajnoki, 2010). Management has also undergone significant changes over the past decade. Increasingly, emphasis needs to be placed on the right workforce, resulting in new HR functions (Wiwczaroski and Richter, 2017). These include i.e. knowledge, retention, generation, competence, talent, and diversity management, and including health care and HR branding. (Dajnoki and Héder, 2017).

Table1: Functional study of management

Organizational Management Studies	Process management Studies	Human Resource Management Studies	Education and labour market Surveys
1.1 Organisational forms and management tasks	2.1. Planning as a managerial activity	3.1. Motivation, encouragement	4.1. Employment of young graduates in Hungary
1.2 Organisational development	2.2. Decision making	3.2. Conflict management	4.2. Labour market consequences of the mass graduation of graduate education
1.3. Organisational communication	2.3. Decision execution	3.3. Human resource planning, organization	4.3 Problems of educational sorting theory and empirical testing
1.4. Information management	2.4. Organizing	3.4. Labour force selection	4.4 Internationalization of higher education
1.5. Organisational culture	2.5. Controlling	3.5. Competency tests	
1.6. Group management	2.6. Quality management	3.6. Performance reviews	
1.7. Leadership, structure, and hierarchy	2.7. Time management	3.7. Human resource development	
1.8. Change management	2.8. Security management	3.8. Career management	
1.9. Innovation management		3.9. 4EM – Chance of Equality Human Resource Management	
1.10. Leadership style and change management		3.10. Talent management	

Source: Berde, 2018

In addition to maintaining health, worker expectations and satisfaction are also important (Deutsch and Gergely, 2015 Szondi and Gergely, 2018). Knowledge sharing and management have been emphasized in large companies and multinational organizations, but the SME sector is also beginning to recognise the

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importance of this (Juhász, 2015). However, SMEs have to follow other models (Gályász et al., 2017). Due to the changes caused by globalization and the recent wave of migration, both future, and current employees are highly affected (Dajnoki et al. 2017; Wiwczaroski and Richter, 2018).

While higher education institutions also require special management tasks and thinking, civil organizations, which are specific structures, call for another set of tasks and a different mindset altogether. The reason for this is that the management of public and private institutions is very different in terms of regulation and opportunities, and globalization has had a big impact on them (Kőmíves et al, 2018). Other specific organizations include sports organizations, primarily sports companies (Bácsné Bába, 2015). They are different in both financing and accounting activities, they have special features and therefore require a different management attitude (Bács and Bácsné Bába, 2014; Bács et al., 2015). They are different in both financing and accounting activities, they have special features and therefore require a different management attitude. Response to Change, Lead to Change (Ujhelyi and Filep, 2018), ethical leadership behaviour (Barriz, 2016) has been the central issue of leadership for decades.

3. Methods

I conducted my examinations in Hajdú-Bihar county between 2010 and 2013. I have determined the results that established the summery model to be presented later. I compared my own results with other problems and results defined by the literature.

During my research, I analysed various management tasks among civil organisations. I conducted surveys among civil society leaders and asked their opinions about the importance of each management function. In this case, the leader is the person entitled to make a decision, i.e. in the case of an association, the unnamed representatives, as defined in the statutes, in the case of foundations, the person named in the charter, representative, chairman or other senior executive. The questionnaire, compiled in 2011, was tested during a trial recording, which was conducted between December 2011 and May 2012. Based on my experience, I recast the questionnaire, and with the final questionnaire, I completed the research between December and September of 2012. During my research, the range of organizations to be assessed was determined by representative sampling. The sampling was based on the County Court website and its database. This is explained by the fact that the most up-to-date information on NGOs is available on the website of the County Court. Regarding the categories of earnings of the General Court, organizations in the categories that are registered, modified by the notification and modified by the final decision can be considered active. However, the complete representativeness of the difficult-to-meet expectation of the organizations remaining in the base population after the necessary constraints provided a good basis for systematic sampling. I selected the organizations surveyed from organizations in the category listed on the County Court's website with K systematic sampling. This means that all k members are selected from the base population. In addition to the headlines, I also determined how to select the additional addresses so that if a

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selected address is unavailable for some reason, it could be replaced so that the specified sample size could be reached in any case. During the 2012 survey, 1407 registered organizations were registered in the county registry on the base day (7 October 2012). All of this was 5th in the base population, which was 282. The others were placed in a group of possible additional titles (1126). A total of 282 questionnaires were prepared during the survey, which I carried out with the help of interviewers. In the sample, the form of operation was mostly associations. The breakdown by operating form shows that the sample was 69.5% (196) association and 30.5% (86) foundation. Regarding the distribution of civil organizations of Hajdú-Bihar County by operation form, it can be said that several associations operate as foundations.

The civil society organizations in the sample perform the most cultural activities (41.1%). One-third of them are sport leisure and hobby activities (37.8- 29.8%), their management and operation even show many differences and peculiarities within civil organizations (Szabados, 2015), 33.7% of them do education. About one-tenth of the organizations deal with health care and 14.2% with environmental protection. Those who nominated the other category in each case were called religious activities as an occupation. The data I obtained show a similar picture to that of the HCSO.

A large number of respondents are men with tertiary education, mainly in voluntary organizations. The proportion of the 40s, 50s in the sample is almost the same, but the 30s are not negligible. The examined managers are 70% over 40 years old. It can be inferred from this that some kind of life experience is required to undertake such an activity. Most managers have less than 10 years of professional experience, 75% of them work with less than 10 people. More than half of the respondents spend more than 20 hours on the affairs of the organization every week, around 40% of those who have less than 10 hours.

The definition of civil organisations is the basis of my main findings and model. There is no clear definition in the law or in literature on non-profit theories. The reason for this may be that the range of civil organisations is much narrower than the non-profit definition.

Based on the literature, my research results and my experience, the NGO is a non-profit organization that is usually set up on a citizens' initiative to solve a specific task and performs its activities within a formalized framework.

4. Results

Based on the results of my research, I set up a civil management model, which I will present in the table below (Table2). In the case of civil organisations, the basis of leadership and management tasks is clearly the activity of the organisation. Based on the results, I also consider the "sleeping" organisations to be a meaningful structure, which are not active, they are kept alive only by program. They represent their assumed duties by their mere existence. The availability of organizations can be used to distinguish between operating and "sleeping" organisations, that is, addresses/phone numbers in official databases are current. In addition, the measure of activity may be the operating costs of organisations. More than half of civil

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organisations operate with an annual income of less than $ 500,000. This low level of resources does not cover an organisation's annual operating costs or allows for extremely low activity. This statement is reinforced by the low level of conflict in organisations, the low level of staff, members and volunteers, and the difficulty of accessing the data.

Table2: Civil management model

organisational/management characteristics	civil characteristics	parameters
activity	operating (active) not operating (inactive/"sleep")	availability, operational costs level of conflict
organisational management	task principle	
motivation	self-inspiration, psychological encouragement	manager/volunteer member/employee
communication	group communication tools informal communication	towards the external environment in organisation
plan	short-term	within a year action campaign
decision making	problem detection empirical internal values internal organizational interests compliance with external requirements	attachment to the organisation manager received grants
organizing	goal rational	task implementation efficiency
conflict	low	activity commitment

Source: Own construction, 2019

The second element of the model is a factor determined by grouping the management tasks of the organisations. According to the opinion of the respondents, the tasks related to the management of the organization are the most important ones. It can be concluded from this that primarily the realization of tasks is an important human resource management function not related to the participants.

In the case of motivation, I base the examination of two different factors on the characteristics and parameters of the model. One of the reasons why we take part in an organization's activity, why do we take a "civil role"? In the case of managers and volunteers, based on the examination of their own motivation, it can be stated that they are driven primarily by internal motivation. Commitment and altruism play a role in engaging in civic work as a second tertiary activity, providing a livelihood. In the case of employees and members working in the organisation, the psychological

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incentives are clearly outstanding, according to the respondents. These are supposed to be associated with participation in the internal urge.

Communication and organizational communication can also be outlined on two sides. Group communication tools are primarily used for the outside world. The most important are events, exhibitions, conferences. While in the case of internal communication, communication is primarily informal. Discussions and meetings are not often used.

It can be said that planning related to the activities of the organisation is short-term, as they always focus on their actual, current actions. There are no long-term vision, primarily social goals and financial conditions have a prominent role.

The decision is of paramount importance for the management tasks. In decision-making, problem-finding depends on the person in charge. Accordingly, one's own intrinsic values, and the organisational values that these define will lay the foundations for problem perception. Clearly, the leader is the central person on this topic. In addition, the constraints on compliance with external factors play an important role in decision-making Organisational tasks related to the activity, in accordance with the planning and the organisational management of the task is goal rational. The most important thing is to ensure coordination, financial conditions and personal conditions. The goal is to realize the specific tasks that the organisation itself or the "consumer" expect to take on the activity of civil organisations.

The amount of conflict and its frequency is low. This can be related to several factors. One of these is the activity of organisations. However, the implementation of tasks involves interactions in each type of organisation, and interactions generate conflicts. Thus, low levels of conflict can also refer to low activity. What is clear, however, is that if an organisation is not active, then there can be no conflict. Accordingly, project-like activities do not necessarily generate conflicts. In addition, the level of conflict is low for organizations operating within the normal framework. The explanation for this is that the participants participate in the operation from their own commitment and emotional attachment to the activity of the organisation. Because of this, the goal, values, beliefs are common, so conflicts can develop less easily.

5. In conclusion

Emphasizing the model's factors, it can be said that civil management, as a new management area, has specific features. These can be formulated as follows:
- strong internal motivation of the members of the organisation
- effectiveness of psychological motivation
- the appreciation of informal communication
- short term planning
- external influence of decisions
- value-based, empirical decision-making
- task-centered organization
- conflicts are primarily value-based and information-based.

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6. Acknowledgements

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